Town of Concord
Senior Management Team
Succession Planning

A case study.
Succession Planning

- Concord Briefly
  - 16,950 Population - 300 FTE’s
  - Town/School Budget $76 mm
  - Small Town Feel
  - Strong Town Manager Form
  - Limited Unionization (Police/Fire)
  - Considerable Citizen Involvement
Succession Planning

- Constraining Forces on the Pool of Senior Public Manager Candidates same as for City/Town Managers
  - Baby Boomer retirements
  - Average Age of Senior Mgrs Increasing
  - Fewer Young Professionals
  - Compensation isn’t worth move from middle management
Succession Planning

- Municipal Senior Managers Confront:
  - Rapidly changing technology
  - Ever-increasing complexity of operations
  - Constant changes in regulations and mandates
  - Higher service expectations
  - Concerns about cost
Succession Planning

- Concord Senior Management Team

  Deputy Town Mgr
  Public Works Dir.
  Planning Director
  Library Director
  Finance Direct’r
  Police Chief
  Fire Chief
  Light Plant Dir.
Succession Planning

Example: Public Works Director
Integrated Public Works Department
* Engineering & GIS Program
* Enterprise Operations
* Complex Contracts
* Facilities Management
* Diverse Staff
Succession Planning

Skills Required to Manage a Complex Public Works Organization include:

- Strong supervisory skills
- Broad knowledge of services and expertise
- Financial Management skills
- Communication/Customer Service Skills
- Creativity, Inclusivity, Adaptability
Succession Planning

Visionary Director Retired 2006
10 Yrs of Service - 3 Months Notice
Dramatically Improved Operations
No Succession Plan
New Town Engineer
Succession Planning

Traditional Recruitment Process
40 Applications - 6 Sitting Directors
Only 1 Viable Choice
3rd time in 14 years
New Director Struggled with Culture
Succession Planning

Four of Eight Senior Managers Retired Between April 2009 and July 2010

- Fire Chief – 35 years (5 in Concord)
- Library Director – 32 years
- Police Chief – 32 years
- Light Plant Director – 20 years

Several years notice provided by each.
Succession Planning

Without Succession Planning

Fire Chief
Library Director
Succession Planning

- Fire Chief – External Recruitment
  
  Deputy not interested
  
  1 Captain, served as Acting Chief
  
  32 applications
  
  5 NH Chiefs, 3 MA Chiefs/Dep’s
  
  Difficult Choice betw Concord Shift-Commander v. Small Town Chief
Succession Planning

- Library Director – External Search
  - No Assistant/Internal Applicant
  - 21 Applications
  - Good group of MA resumes
  - Only 1 candidate deemed viable
Succession Planning

With Succession Planning

Police Chief

Light Plant Director
Succession Planning

- Police Chief – Internal Recruitment
  Two Deputies
  Outgoing Chief Delegated
  Posted Internally; 5 applications
  1 Candidate Interviewed; 2 panels
  Easy Choice
  “Seamless Transition”
Succession Planning

Light Plant Director - Internal Posting

Applications Due March 19

Designated “Interim Director”

Retiring Director Mentoring and handling special projects

2 Interview Panels

Significant Changes at Light Plant
Succession Planning

- With Pool of Qualified Senior Management Candidates Shrinking, it is critical to develop in-house talent.
- Requires Evaluating Current Department or Organization structure to find ways to train and motivate lower or mid-level professionals to pursue senior positions.
Succession Planning

Best Practices

Be Pro-active

Begin Planning Immediately

Engage Others in the Discussion

Annual Assessment of Situation

Assess Organization’s Long-range need for talent
Succession Planning

Best Practices

Look Deep into Organization
Re-assess Promotional Practices
Develop a **Culture** of Promoting & Encouraging Talent from Within
Identify Key Positions & Weaknesses